DOCUMENT RESUME

ED 091 262 SO 007 382

AUTHOR Nesbitt, William A.
TITLE The Alpha Crisis Game. Origins of World War I.
INSTITUTION New York State Education Dept., Albany. Center for International Programs and Comparative Studies.
PUB DATE 73
NOTE 102p.

EDRS PRICE MF-$0.75 HC-$5.40 PLUS POSTAGE
DESCRIPTORS Conflict Resolution; European History; *Foreign Relations; *Games; History Instruction; Learning Activities; Problem Solving; Secondary Education; *Simulation; Student Participation; Teaching Guides; *War; *World History
IDENTIFIERS *World War I

ABSTRACT

The Alpha Crisis Game, a simulation for secondary students about the outbreak of World War I, is intended as an introduction to a case study of the July 1917 crisis. Playing in teams while deciding among the action choices to solve the crisis situation, students act as heads of state and ministers of five mythical European countries, when an ultimatum is made which must be accepted, partially accepted, or rejected by country Alpha. Game play consists of government meetings, press releases, and negotiation sessions. Game materials include a teacher's guide and student materials. Teacher materials include hints on introducing the game, an outline of necessary preparations, a description of procedures for the four class periods required, and detailed debriefing instructions. Student materials are either handouts for all participants (an introduction to simulation, historical background, rules, and procedures) or specific briefings for the head and foreign ministers of each country. (Author/KSM)

ED 091242

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

Center for International
programs
Comparative Studies

ED 091262

The Alpha Crisis Game

William A. Nesbitt

The University of the State of New York
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Center for International Programs and Comparative Studies
Albany, New York 12210
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ACKNOWLEDGMENT

The Center for International Programs and Comparative Studies of the State Education Department of New York and the author are most grateful to the Institute for International Order for its support of the Studies in International Conflict Project under which "The Alpha Crisis Game" and other materials have been developed for use in secondary school classrooms.

Henry C. Meyer of the University of California at Irvine served as consultant in the preparation of this unit. He has made many valuable suggestions for improving the historical content of the material, although errors of fact, interpretation, and emphasis are the responsibility of the author. He gave of his time and knowledge beyond what would reasonably be expected of a consultant, and all teachers and students who use these pages are in his debt, as is the author.

TEACHER'S GUIDE

The Alpha Crisis Game is intended as an introduction to the set of materials also available from the Center for International Programs and Comparative Studies of the State Education Department of New York titled "The July 1914 Crisis: A Case Study in Misperception and Escalation."

Introducing the Game. Before using the game, the teacher should be familiar with the collateral materials. In the introduction to these materials, it is explained that the game should be given to the students without any preparation or explanation, even without the subject with which it deals. The teacher or Control person might even say to the class, "We are going to take a break from our regular work and play a simulation that I think you'll find very interesting." Some students will quickly recognize the game as based on the eve of World War I, but the teacher or the person running the game should not confirm any guesses or statements from students. Perhaps it would be best to answer evasively.

Physical preparations. It is necessary to have a room that is large enough to accommodate five teams with enough distance between each so that secret conversations and negotiations cannot be overheard. Each "country" should have a table or desks pulled together for easy communications among themselves and for promoting a sense of decision makers working together.

A useful way to arrange the tables is according to the map each student receives--that is, with Kappa and Omega in a central position and the other countries "surrounding" them.

Each team should have a sign indicating the name of its country to aid negotiators in going to the right place. Also, each person should wear a tag indicating his role as a decision maker and his country. Colors can help in identifying the countries; for example, the Alpha sign and the tag for each Alphan minister might be green. The two persons that are to act as negotiators from each country should also have some indication of their negotiating identity; for example, they might have a gold star on their role tag.

Other preparations. The teacher may wish to have a World Press staff of nonplaying students through whom countries can communicate. World Press announcements should be in writing, and the countries should be advised that, as in the real world, their press releases need not be true. The Press may decide if and when to make public the announcements it receives. A loudspeaker system is most effective for this purpose, but it should not interrupt the game constantly. In addition, a dittoed "World News" could be released by the World Press staff at the beginning of a class period.

Two or three students should act as nonplaying messengers to carry written communications among countries and the World

Press. Decision makers should not be away from their countries except during the formal negotiating periods, and then only the two designated Ministers from each country. Messengers can also act as sergeants-at-arms to enforce this rule.

Action choice #1 calls for mediation of the dispute by the countries not involved directly. For example, if Alpha and Omega were disputants and should choose mediation, the other countries would decide what should be done to resolve the issue. Mediation may best be handled by having one representative from each of the mediating countries leave the room and hear one representative from each of the countries who are disputants argue the case for 5 minutes each.

The teacher should have a respected student or even three students to serve as arbitrator(s) on the International Court (action choice #2). These should be senior or older students outside of the class. Ideally, the judges ought to be observers of the game, and familiar with the material so as not to take too much time should they be called upon to arbitrate a dispute. The arbitration procedure may involve having the judges leave the game room and hear one representative from each of the countries involved in the dispute plead their country's case, with no more than 5 minutes allowed for each.

Suggested Procedure. The procedure can be varied according to particular school situations; what follows is only a guideline.

First Class Period

1. Hand out the Introduction to the Simulation and go over

it with the students so that they understand the general idea of simulation games.

2. Hand out the other pages which include:
   a. Map (same for all)
   b. Background Information (different for each country)
   c. Crisis Description (different for each country)
   d. Ultimatum (same for all)
   e. Alliance Systems sheet (same for all)
   f. Military and Economic Resources sheet (same for all)
   g. Ministers' roles (different for each student)
   h. Rules, Procedures, and Action Choices (same for all).

   It is desirable that the students read the materials in the above order to avoid confusion (to save time, they may be taken home to read--avoid the word "homework").
3. Announce that each Minister should prepare a written policy recommendation for the Head of State; that is, what the Minister thinks his country should do in the crisis from his vantage point and for what reasons. The students should be told that any individual Minister may have vital information that no other Minister has, so he must inform his Head of State and continue to advise him throughout the crisis.
4. Announce the schedule for the next day (students have been given only a general schedule which does not include time limits).

5. Announce that Ministers are not to communicate with Ministers of other countries except by arrangement with Head of State.

Second Class Period

1. Any questions about rules should be taken up. A great deal of time should not be devoted to going over rules point by point because interest will soon begin to flag.
2. Heads of State should appoint two negotiators from among their Ministers.
3. A 10- to 15-minute period for governments to meet and determine (a) what they should do in the crisis in light of their country's interest (the heads of state should look over the ministers' policy suggestions) and (b) what strategy they should adopt for the coming negotiating period.
4. Each head of state designates a person to make an oral press release for his country--no more than 2 minutes each.
5. A 10-minute negotiating period. (Control may wish to have all agreements between countries written out, with a copy for each country involved and for Control. Such a document should include names of the countries involved, terms of the agreement, time of agreement, and signatures of the Heads of State.)
6. Alpha has 5 minutes to prepare a response to the ultimatum. The response must indicate acceptance, partial acceptance,

or rejection of the ultimatum. A partial acceptance should indicate which parts are accepted and which rejected.

7. Control collects and reads Alpha's response.

Third Class Period

1. A 5- to 10-minute meeting of each government to determine what their country should do in face of the Alphan response.
2. A 10- to 15-minute negotiating period.
3. A 2-minute oral press releases from each country.
4. Countries have 5 minutes to decide upon action choices. The number of the action taken must be handed in to Control in writing.
5. Control reads the action choices (all decision makers have these choices in their materials) which are:
   a. Support mediation of the dispute by an assembly of representatives from each of the countries not involved. (One decision maker from each country designated by the Head of State.)
   b. Support arbitration of the dispute by the International Court. (One or more judges or arbitrators will be named by Control, but must meet with the approval of the countries involved in the dispute.)
   c. Take no action at this time except to reaffirm support for allies.
   d. Put into effect preliminary mobilization measures including deployment of troops to border areas. (Countries must

specify which border areas and approximate number of troops.)

e. Full mobilization including calling up of all reserves. Massing of troops along border areas. (Countries must specify which border areas.)

f. Declaration of war which means immediate invasion. (Countries must specify against whom they are declaring war.)

Fourth Class Period

Same as third class period or, if game is terminated by Control, the debriefing may begin. (See "Debriefing the Simulation.")

Debriefing the Simulation

At least one class period should be devoted to a discussion of the students' experiences in the game. The students should be encouraged to discover for themselves what happened and develop some very tentative hypotheses about the behavior of decision makers in an international crisis. Some of these hypotheses can be further examined and tested as the students examine the materials on World War I in the unit, "The July 1914 Crisis: A Case Study in Misperception and Escalation."

What follows here are some suggestions as to how the debriefing might be organized and what kinds of questions might be taken up. The order, which questions are relevant, which concepts might come out of the discussion--indeed, everything--depends upon what happened in the game.

While most if not all students discover early in the game that they are involved in a historic crisis, the outbreak of World War I, the teacher should make this clear and write on the blackboard which actual countries each team was representing:

Alpha -- Serbia
Kappa -- Germany
Omega -- Austria-Hungary
Beta -- Russia
Delta -- France
Gamma -- England
Nu -- Italy.

Also, students should realize that the map is a somewhat distorted map of Europe upside down.

However, the debriefing should be concerned with what happened in the game, not what actually happened in World War I.

1. What happened in the game? (The students should try to recapitulate their experiences.) If war developed, why? If a stalemate or kind of settlement emerged, why?

2. Did each country clearly understand the effect its behavior would have on other countries? Were defensive acts viewed as such by the "other side"? (Mobilizations are especially important.) Were there serious miscalculations?

3. Were there communication problems? Were certain communications ignored? Did any communications not get through?

4. Was there a lack of empathy for another country's predicament? (This may be especially true of Omega.) How did countries tend to view themselves and others? Did suspicion and even hostility develop?

5. Were countries concerned about their own prestige? Did any have a fear of backing down?

6. Did any countries feel that a display of strong purpose and strength would deter the other side? Was this effective?

7. Did Omega and Kappa feel that the crisis was between Alpha and Omega, that it was their business alone? If so, was this realistic?

8. What role did the military play in decisions? Did "civilian" decision makers feel they were not free to make decisions that might resolve the crisis because of previous military arrangements?

9. What part did the alliance system play in the crisis?

10. Did the crisis escalate? Why?

11. Did pressure and tension build up? How did this affect decisions? Were alternative possibilities for resolving the crisis overlooked?

12. What efforts were made to resolve the crisis? What happened to the suggestions for mediation by Gamma? Did anyone seriously consider the Hague Tribunal to arbitrate the crisis?

13. How important was each country's internal situation to its decision makers? For instance, did any government fear military revolt, popular opposition, etc.?

14. What would have happened had there been a U.N.? Would it have made a significant difference? Would the countries most involved have been willing to turn the dispute over to such an organization? How would students redesign the game to include an institution for conflict resolution?

15. If countries (for example, Kappa and Gamma) had possessed nuclear weapons, how differently would each country have acted?

16. What if one group of countries had been communist and the other democratic? How would that have affected the crisis and the possibility of resolution?

17. What did the students not like about the game? Did they object to faults in the game itself or to the historic situation as it existed? How would students improve the game and why?

What hypotheses might the students come up with from their experiences in the game? Some possibilities might be (again, depending upon how the game developed):

--A system of sovereign nation-states grouped in alliances is highly war-prone even in the absence of strong ideological differences.

--The relative military weakness of one side is not a deterrent to war.

--Conveying accurate information and intentions to other countries is difficult in a crisis. Messages may be held up or "sabotaged" by a country or a particular decision maker.

--In a crisis, the options for resolving conflict become limited.

--Personalities of leaders are important in a crisis.

--Prestige and fear of backing down are important to countries.

--Internal weakness may motivate countries to a strong role in foreign policy.

--Remaining neutral is difficult and perhaps not desirable for a country (Gamma in this case).

--Military considerations come to the fore in a crisis.

--Institutions and machinery for resolving conflicts would be helpful to prevent war.

--An organization with the power to arbitrate a conflict and enforce its arbitration would be desirable in preventing war.

Students may find it interesting to turn to the chronology of the section, "The Escalation Process," in "The July 1914 Crisis" so that they can compare their own play in the game with the actual events.

One copy for each participant.

THE ALPHA CRISIS GAME

Student Materials

One copy for each participant.

Introduction to the Simulation

Simulation has become a household word because of television's use of filmed simulated activity in place of live telecasting during the Apollo moon shots. In the space program sense, a simulation involves men experiencing something very like the real thing for learning purposes, only under circumstances in which mistakes are not dangerous. Moreover, the real environment of the moon was hardly available for practicing; it had to be simulated.

A principal difference between simulation in the Apollo program and the kind you are about to play is that one involves imitation of a physical environment and the other of a social environment. But both types have learning as an objective. In the same way that the astronauts could not practice on the moon, we also cannot experience directly many social situations--an international crisis, for example.

Simulations for schools, like those with the astronauts, also involve role-playing, which gives the players, in a simulated social environment, a feel for what a real role would be like. Simulations often are designed as games in the sense that the participants may be in competition or rivalry with each other according to certain rules. But unlike the kind of games we are most familiar with, there are not necessarily winners and losers; indeed, in simulation games everyone could win or

everyone could lose. Or, as in real life, who wins or loses may not be easy to determine.

It is important to understand that simulation games can only vaguely resemble the reality. We speak of a social simulation as being a model of the real thing in the same sense that a boy can only build a model of a plane or locomotive. The reality is miniaturized, and many details are necessarily left out. If it is difficult to model a physical object like a plane; how much more difficult it is to approximate a situation involving six nations with hundreds of millions of people as is the case in the Alpha Crisis Game you are about to play.

How real the simulation is will depend to a great extent upon how real you make it. The game is deliberately modeled on a world before the Vietnam War and nuclear weapons. It is also a time before it was popular among students to wear buttons such as "Make Love, Not War!" But it still was a world in which science and technology had made war dangerous, and men could fight not only on the surface of land and sea, but in the air and under the water.

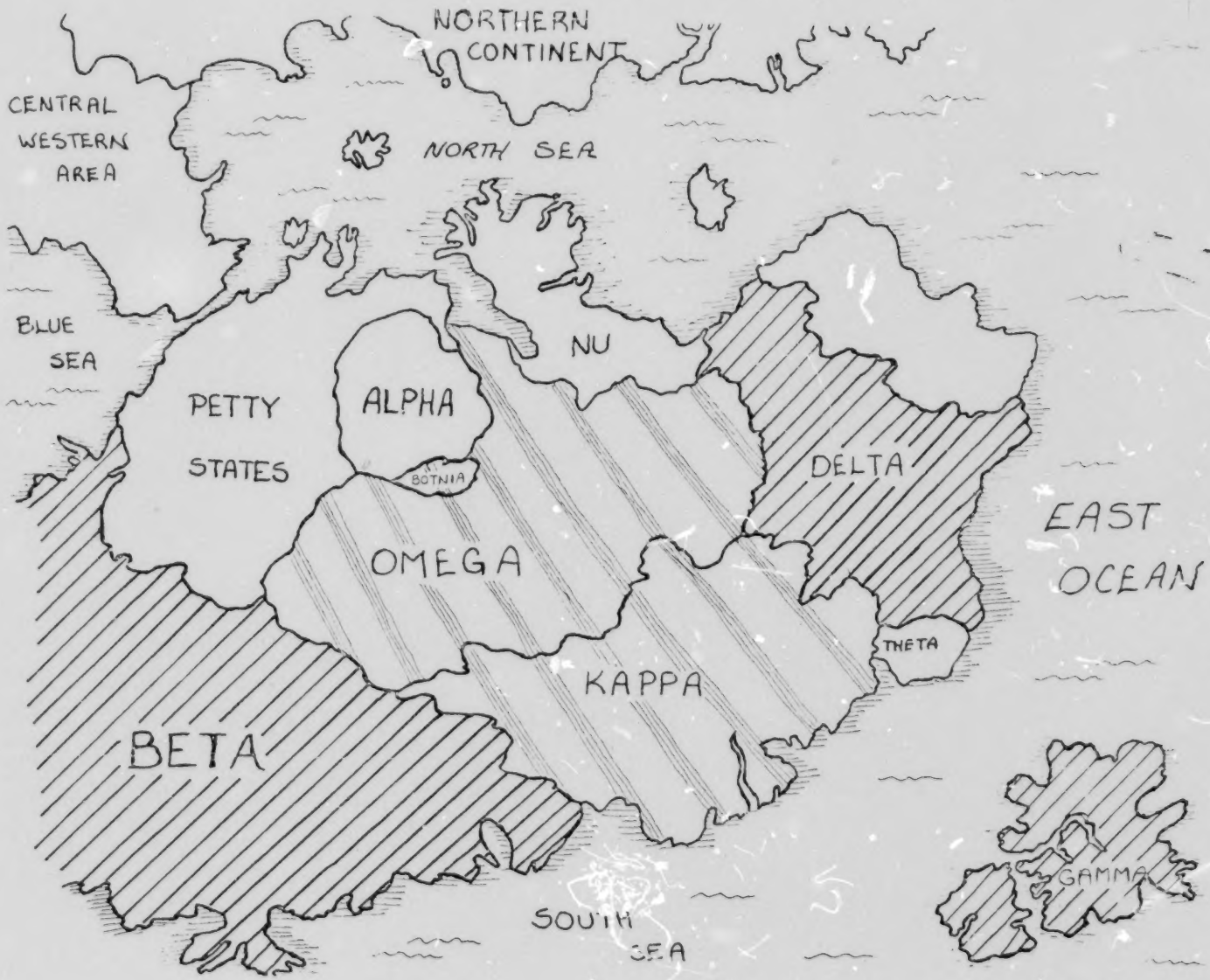
If you are to recapture that period, you must play it as it was and not as it is now. You must try to throw yourself into the role and situation that you will be given and make decisions based upon the realities of the game world.

In the game, you will play the role of a decision maker for one of six countries. It will be your objective to promote

your country's goals as you see them in the face of a serious international crisis. Whether you "win" or not will be determined by you in terms of your success in achieving your goals.

Copy for each participant

Map for Alpha Crisis Game



One copy for each participant.

Military and Economic Resources

Military forces of the Beta-Delta-Gamma-Alpha group:

	Army (including reserves)	Population
Beta	5,900,000	160,000,000
Delta	4,000,000	40,000,000
Gamma	975,000	46,000,000
Alpha	500,000	4,500,000

Naval strength: about 2.5 million tons.

Military forces of the Kappa-Omega-Nu alliance:

Kappa	4,500,000	67,000,000
Omega	3,000,000	51,000,000
*Nu	1,000,000	37,000,000

Naval strength: about 1.3 million tons.

*Nu is not represented in the simulation by players, but should be considered in determining relative strength of the two alliance systems.

NOTE: It should be understood that the numbers of men in regular armies and trained reserves are only part of the effective power of a nation in the event of war. Mere numbers do not indicate, for example, such factors as degree of mechanization and speed of movement, quality and quantity of weapons, will to fight, leadership, and underlying industrial capacity. It is generally conceded that Kappa has the best trained and equipped and most mobile army. Her artillery is greatly superior. On the other hand, there is no doubt that Gamma's navy is about twice as powerful as her nearest rival, Kappa.

Annual Production of Steel (in thousands of metric tons):

	Beta	Delta	Gamma	Kappa	Omega
Present Production	3,000	3,600	6,400	14,000	1,300
Production 15 years Ago	2,000	1,565	5,130	6,645	1,200

NOTE: A country's ability to produce steel is a good indication of military-industrial capability. In a prolonged war, such capability could be decisive.

One copy for each participant.

Alliance Systems

Kappa and Omega have been allied for some time according to these terms which have been made public: If Beta or a country backed by Beta attacks either Kappa or Omega, then the other is required to give full support to its ally. Nu later joined the alliance according to these terms: If Delta attacks either Kappa or Omega without provocation, then Nu will enter against Delta. While Nu is not represented in the game by players, her troups may be considered a factor in the relative strength of the alliance systems.

Beta and Delta have an alliance although its precise terms are not public. But it is generally accepted that the alliance includes military support if either party is attacked by Kappa or another power supported by Kappa. Gamma has an understanding with Beta and Delta, but there are no publicly known military provisions to the understanding.

One copy for each participant.

The Ultimatum

The heir to the throne of Omega was shot and killed while on official government service in Botnia. The Omegan government believed that the killing was planned and directed in Alpha, which had long stirred up Botnians against their Omegan government. (See the Crisis section under Background Information for each country for more detailed information.)

The following ultimatum was presented to the Alphan government by Omega and is now known to all countries. Alpha must respond to the Ultimatum at the time specified by Control.

"The history of recent years, and in particular the painful event of the assassination, has shown the existence of a subversive movement to detach a part of our territories. The movement, which had its birth under the eye of the Alphan Government, has gone so far as to make itself obvious on both sides of the Alphan frontier in the form of acts of terrorism and a series of outrages and murders. Despite the agreement of six years ago, Alpha has done nothing to stop these movements. It has also permitted propaganda inciting hatred and contempt of Omega.

"Our investigations reveal that the crime of a month ago was planned in the capital city of Alpha, Gradobel, and Alphan officers belonging to the Union or Death society aided the murderers with arms and allowed them to cross the Alphan frontier knowingly.

"Omega cannot any longer afford to stand by calmly in the face of menaces to the peace of the country. Accordingly, the Alphan government will do the following:

(Ultimatum)

"1. Publish on the front page of the official newspaper this statement: 'The Alphan government condems the propaganda against Omega. It regrets that Alphan officers participated in the propaganda and repudiates all idea of interfering with the destinies of the Botnian peoples. Henceforth, the Alphan government will proceed with the utmost rigor against persons who may be guilty of such intrigues and subversion.

"2. Alpha will suppress any publication that incites hatred of Omega.

"3. Alpha will immediately dissolve the Union or Death society and any other aimed at undermining Omega.

"4. Alpha should remove from any office persons named by the Omegan Government that are guilty of propaganda against Omega.

"5. Alpha must accept the collaboration of Omegan officials in suppressing the subversive movement against Omega.

"6. Alpha must bring to the court of justice any persons involved in the plot that led to the death of the beloved heir to the throne of Omega. Delegates of Omega will take part in the investigation of persons involved in the crime.

"7. Alpha must furnish explanations regarding the statements of Alphan officials against Omega since the assassination.

"8. Alpha must reply to each of the above seven points within twenty-four hours."

One copy for each participant.

Rules, Procedure, and Action Choices

You should have received and read the information about your country, the crisis, and your role as Minister, and have read them carefully. Soon you and other members of your government will meet to decide how to handle the crisis and promote your own country's welfare.

Before beginning "The Alpha Crisis Game," it is necessary to be familiar with the following rules:

Rules

1. During negotiation periods, only the Foreign Minister and one other Minister designated by the Head of State can be away from the country at one time. Any other persons away from the country, Control will put out of the game entirely for a period of 10 minutes.
2. Each class period of the game is the equivalent of about 24 hours of crisis time. Time, then, is precious.
3. A copy of treaties and agreements must be given to Control in writing as soon as they are made, with a clear indication of whether they are to be secret or open. Open agreements may be announced by Control. Some secret agreements may still be announced by Control if they are of such a nature that they could not be kept secret--for example, large troop movements.

(Rules, etc.)

4. In Beta, Kappa, and Omega the political systems are such that the Head of State can make important decisions and action choices on his own; however, he would naturally wish to avail himself of his Ministers' specialized information and advice. If three of the five Ministers feel that the Head has acted in such a way as to violate the country's basic goals or treaty agreements, they may carry out a coup d'état. But the three Ministers staging the coup must communicate in writing to Control their decision for a coup and why. If valid, Control will communicate a change of government to the other nations.

5. In Gamma, Delta, and Alpha the political systems are such that the Head of State must have the support of most of his Ministers for important agreements and actions. The Ministers may be said to stand for a majority of the elected legislature.

6. A Minister may be ousted from his position by the Head of State. A Minister may even be declared guilty of treason. Such actions will, of course, reveal internal weaknesses to other countries. A Minister may also flee to another country and seek asylum. All such decisions to oust a Minister or declare him treasonous, and all flights from a country must be communicated to Control.

(Rules, etc.)

General Procedure

The broad outlines of how the game will proceed are given below. Control may vary this according to the particular situation and needs of the class.

First day of play:

1. The various countries will meet to determine how they plan to deal with the crisis.
2. A Minister delegated by each Head of State will make an oral press release of no more than 2 minutes.
3. A negotiating period. Heads of State will choose two persons from among their Ministers to act as negotiators.
4. Alpha must make known its response to the ultimatum from Omega.

Second day of play:

1. Countries will meet separately to determine how they will react to the previous day's events.
2. Negotiating period.
3. Oral press releases from each of the countries.
4. Countries decide on action choices which are given below.
5. Action choices are announced by Control.

Third day of play:

Same as second day.

(Rules, etc.)

The game will be declared over by Control whenever one of three conditions has been reached: 1) there is a stalemate, 2) the crisis has been resolved, or 3) war has broken out between two or more major powers.

Action Choices

1. Support mediation of the dispute by an assembly of representatives from each of the countries not involved. (One decision maker from each country, designated by its Head of State.)
2. Support arbitration of the dispute by the International Court. (One or more judges or arbitrators will be named by Control, but must meet with the approval of the countries involved in the dispute.)
3. Take no action at this time, except to reaffirm support for allies.
4. Put into effect preliminary mobilization measures including deployment of troops to border areas. (Countries must specify which border areas and approximate number of troops.)
5. Full mobilization including calling up of all reserves. Massing of troops along border areas. (Countries must specify which border areas.)
6. Declaration of war, which means immediate invasion. (Countries must specify against whom they are declaring war.)

One copy for Head of State and each Minister of Alpha.

ALPHA

Background Information:

Yours is a small and still poor country with a population of 4 million. For many centuries, you were under an oppressive foreign rule, but, beginning about 100 years ago, you were able to obtain independence.

Your people are members of a group of peoples called Valsians who feel some sense of common identity and whose languages are similar. The dominant population of Beta is Valsian, which, in part, accounts for the close ties between Beta and Alpha. Of great importance is that the nearly 2 million people of Botnia are mainly Valsians, and most wish to become part of a larger Alpha.

How Botnia was taken over by Omega is of great importance in the present situation. Some 40 years ago after a war, the Omegans took over Botnia for "administrative purposes" only. Then, 6 years ago, they incorporated Botnia as a province of Omega in disregard to the previous international agreement. A cornerstone of your policy has been to find the way to liberate your brothers in Botnia and create a larger, truly united Alpha.

Secret organizations were formed after the Omegan takeover to work for Botnian liberation. You as a government have not dared to join or openly support such radical and violent methods

as the Union or Death group employs; indeed, you were forced by Omega to sign an agreement after the annexation of Botnia that you would "renounce from now onwards the attitude of protest and opposition" and "live in the future on good neighborly terms" with Omega. But you have not seriously attempted to destroy the secret societies because you share with them a common objective to liberate the Botnians from an oppressive foreign rule.

Omega is clearly the enemy of your national aspirations. She has continued to work for your destruction in every way possible and has not even attempted to disguise her attitude of contempt for all Valsian peoples. She has further tried to hold back your economic development by trade restrictions and denying you access to markets. In a victorious war 2 years ago in which your army fought gloriously, it was Omega that denied you an outlet to the sea.

While you enlarged your territory and emerged as the leader of Valsian peoples in the area, the recent war was costly, and you have not had time to recover. Still, on the whole, your economic progress over the past 10 years has been impressive, and you have established a popular parliamentary government that is a further incentive for the people of Botnia and other Valsians to join with you.

It does not seem possible to achieve your goals of liberating Botnia and enlarging your country to its legitimate borders

except by the defeat of Omega. With your 4 million people against some 50 million in Omega, clearly you must have strong allies and make sure that Alpha appears to be in the right if a war should break out. Beta is your best hope. She is the largest and most populous country in this part of the world; what is more important, she has the largest army of any of the great powers. And she has strong allies in Delta and Gamma, although the latter may not be depended upon unless the opposing alliance, Kappa and Omega, is clearly the aggressor. Beta, too, suffered a humiliating defeat when Omega took over Botnia; you are fairly certain that she could not accept another decline in her prestige.

The Crisis

The heir to the throne of Omega was assassinated in Botnia. His going there to observe army maneuvers at the time of a Valsian patriotic holiday was suicidal, and the result should not have surprised anyone. The assassination was committed by Botnian revolutionaries with some support, it is true, from a secret organization based in Alpha and from some lower Alphan government officials. But the real cause of the shooting of the heir is Omega's subjection of the Botnian people to its rule. The deed was but another manifestation of the discontent of a persecuted people whose "crime" is that they want freedom.

The Omegan government, without evidence, has taken the position that the Alphan government was responsible; and it is

evident that Omega is determined to use the "crime" as an excuse to crush Alpha and put an end to the patriotic movement both in Botnia and Alpha. Omega also wants to teach a lesson to all its non-Omegan national groups, which are a majority in a sick empire. Omegan rulers seem convinced that the continued existence of Omega depends upon destroying Alpha.

Omega has handed you an ultimatum that no sovereign nation could possibly accept, for it allows Omega to intervene in your internal affairs.

You know that your government did not plot the assassination, and that the whole Alphan population cannot be held responsible for the activities of a secret organization that has been given no official approval in Alpha.

You have urgently sought Beta's help and she seems determined not to let you down again.

One copy for Alpha Head of State.

Alpha -- Head of State

You are the elected head of the Alphan government. Your cabinet ministers are responsible to you, and you are in turn responsible to the Alphan parliament for your actions. However, the Alphan parliament is not in session now, and there is no time to call it into session. What you, with the advice of your ministers, decide in this crisis situation may determine the fate of your government and the fate of your country.

You have had a long and successful career in Alphan politics. You were the principal founder of the Radical Party over 30 years ago, and it is the dominant party today. Much of the progress of the country over the past 10 years is owing to you and the party.

The Radical Party has had as principal aims the economic and social welfare of the people, the independence of Alpha from foreign influence, and the unification of all Alphans. Alpha can never be truly a nation until the people of Botnia have become part of a larger Alpha. Accordingly, you and your party have encouraged a patriotic desire for the liberation of Botnia.

After the seizure of Botnia by Omega 6 years ago, you know that important members of your party joined radical organizations for the liberation of Botnia by any means. You have fully shared their goal, but, as head of the government, you have had to appear as being against their methods. You have realized that the violence

inside Botnia, if it was seen to come from Alpha, could endanger your independence. You knew of the plot to assassinate the heir to the Omegan throne and made some effort to forward your knowledge to the authorities in Omega without revealing the source of the information. You have not made much effort to expose the persons involved in the assassination in Alpha lest it embarrass the government. You have thought it best to let Omega find what it could.

You would have preferred that the assassination had not taken place at this time when the country has not recovered from the war of 2 years ago. Still, the present situation might be used to further your country's goal of freeing Botnia. Much depends upon whether Beta will fully support Alpha or back down as she did 6 years ago.

All in all, you would prefer to find a peaceful solution to the present crisis and wait for a better moment. But you are ready for full resistance rather than accept a humiliating diplomatic defeat and Omegan intervention in your country's internal affairs.

You also realize very well, since you have just returned from campaigning for election in the countryside, that your government dare not show weakness in the face of the ultimatum. The country and the army would not tolerate a surrender; in fact, there might be a revolution against your government if you were to surrender.

One copy for Alpha Foreign Minister.

Alpha -- Foreign Minister

You have a major responsibility under your Head of State in dealing with foreign countries.

You realize that Alpha faces a crisis so serious that its very existence as an independent nation is at stake. The ultimatum presented by Omega places your country in a terrible dilemma. To reject the ultimatum may mean war. To accept the ultimatum might seem to be such a sellout or surrender as to result in a revolution. Certainly the government of which you are a part could not long survive. It may be possible to prevent a war and at the same time avoid a humiliating diplomatic defeat and Omegan intervention in Alphan internal affairs.

But should war come, you must help see to it that Alpha is not viewed as a cause in order to have as much foreign support as possible. Above all, you must be sure of the full support of Beta and, if possible, her allies Delta and Gamma. Beta backed down, you know, in the crisis 6 years ago in the face of threats from Kappa and Omega. It is not inconceivable that Beta would make a deal with Omega at your expense.

In your relations with other countries you must have a very clear idea of the system of alliances. Kappa is allied closely with your enemy, Omega -- but how closely? Your fellow Valsian nation, Beta, is allied with Delta and Gamma -- but how closely? You must weigh these power relations in the present crisis.

Your government has been urged by Beta and Delta to use extreme moderation in replying to the ultimatum and to try to gain time.

One copy for Alpha Minister of War.

Alpha -- Minister of War

The military forces of Alpha have not yet recovered from the successful war of 2 years ago, and there is no question that your army (at most 200,000 with reserves) is vastly inferior in numbers to that of Omega (500,000 for ready mobilization and several times that with reserves). But morale is high in the Alphan army, and it would rather fight to the death than surrender to an ultimatum that would allow Omega to intervene in the internal affairs of Alpha and end its existence as a sovereign power. Omega is not as strong as numbers indicate, since a majority of the population is Valsian and most would not fight for their overlords.

Omega seems to want nothing less than to end forever the possibility of the union of Alpha with her brother Botnians; and yet it was Omega that took over Botnia in violation of international agreement. What the Botnians want is what all men want -- freedom!

You and your government have ready defensive plans in case war should come. Military preparations have been started and arrangements have been made for moving the government away from the capital, which borders on Omega, and for removing the national records and treasure. So as not to be caught unawares by superior forces, it seems essential to mobilize the Alphan army. To do otherwise would be irresponsible. But you cannot order mobilization on your own; you must persuade the head of state to take this urgent step without delay.

(Alpha -- Minister of War)

You know that the army is fully with you, and will not allow the civilian leadership to show weakness in the present crisis. The army might take over the government rather than allow a cowardly surrender by accepting the ultimatum. But you also know that Alpha could not win a war against Omega. You must have the military support of Beta. There seems little doubt that Beta could not stand idly by while Alpha was destroyed. She backed down in the Botnian crisis 6 years ago, and could not suffer another humiliating diplomatic defeat for fear of revolution in her own army of by her own people. You are aware that Beta's regular army of 1½ million is more than twice that of Kappa and Omega combined; but it is not anywhere near as well equipped and trained as Kappa's.

One copy for Alpha Economic Minister.

Alpha -- Economic Minister

As Economic Minister, you are concerned with the economic situation in the country. You are proud of the rapid progress Alpha has made for the past decade in economic development. But the country is still poor and far from having a strong economy, and the recent war was exhausting. A new, no doubt much larger, war might have a disastrous effect on the economy. On the other hand, should the war be successful and have the result of adding Botnia with its 2 million people to Alpha, then, in the long run, Alpha might be much strengthened.

One copy for Alpha Minister of the Interior.

Alpha -- Minister of the Interior

As Minister of the Interior, you must be especially concerned with the internal affairs of the country in the present crisis. You know that the Alphan people wish their brother Valsians in Botnia to be free of oppressive Omegan rule, and to become part of a united Alpha. The government leaders, the schools, and others have encouraged a strong patriotic sense and a willingness to sacrifice for the cause. You fear a popular upheaval should the government meekly surrender to the outrageous ultimatum.

One copy for Head of State and each Minister of Beta.

BETA

Background Information:

Yours is a vast land with the largest population of any country of this part of the world -- more than 100 million people as compared with the next most populous country, Kappa, with a population of 65 million.

Beta has a long and often bloody history. Over the centuries, you have been invaded many times, often by peoples speaking the Kappan language. Through much of your past, you have been cut off from the centers of trade and culture, which, in part, accounts for the fact that your people have been ignorant and their standard of living low. It was only a generation ago that widespread slavery was prohibited.

But, over the past 20 years, you have made rapid progress toward becoming a modern nation. Railroad mileage has more than doubled (now about equal to Kappa's), and steel production, so important in war, has been growing rapidly. You are now third among the powers of the area -- but still far behind Kappa, the first.

However, you are very much an agricultural country, with 80 percent of the people working on the land. And despite the recent boom years, you are less industrially advanced than Kappa, Gamma, or Delta. Much of your capital has come from Delta who is your most important ally.

(Beta)

The country has been quite stable in recent years, but some 10 years ago you suffered a serious defeat by a much smaller country, followed by a revolution that shook the regime to its foundations. There has been some reform of the economic and political system, but under the surface there may be discontent that could break out if the government got into serious trouble.

In foreign policy, you have attempted to enlarge your territories and influence in the Petty States area. Many of the peoples of this area are members of the Valsian language group, as are you. You are their defender from the aggressive designs of Omega. Six years ago, Omega took over Botnia, whose population is largely Valsian and wishes to be united with Alpha. Alpha wished you to resist Omega with her, but you backed down in the face of Kappan support of Omega and lack of support from Delta and Gamma, your allies. You dare not back down again should another crisis develop if you are to keep your position as a great power and prevent Omega from controlling the area right up to your border.

Another major objective of your foreign policy has been to secure control of the outlet from the Blue Sea so that your ships can freely come and go to the great oceans beyond. This outlet is under a weak country that you could easily subdue except for Kappa, who has been increasing its influence and power there. To secure this vital outlet, you will have to defeat Kappa.

Since the Botnian crisis of 6 years ago, you have forged a close military alliance with Delta; indeed, her financial support

has been an important factor in your economic development and the expansion of your army. The alliance specifies that if either of you is attacked by Kappa or Kappa and Omega, the other will provide full military support.

The Crisis

The heir to the throne of Omega was assassinated in the capital of Botnia, a province of Omega, while he was there to observe army maneuvers. Such a result is hardly surprising to you since most of the people of Botnia are Valsians who wish to be joined with their brothers in a larger Alpha. Since Omega took over Botnia in violation of international agreement, there has been frequent violence and previous assassinations, so the heir to the throne was virtually committing suicide in going to Botnia, especially when he was there during a Botnian patriotic holiday.

Despite this, the Omegan government, without evidence, has in effect taken the position that the Alphan government and people were responsible for the assassination, and seems determined to humiliate Alpha and intervene in her internal affairs. Alpha has urgently appealed for your full support, military if need be. You backed down 6 years ago when Botnia was swallowed up by Omega. To back down now would be a humiliating defeat and might lead to serious uprisings in your country or a military revolt. Fortunately, should Omega commit aggressions against Alpha that would require your intervention, there is little doubt that you can rely on Delta

(Beta)

to join you. The Head of State and Prime Minister of Delta have just paid a visit to Beta and given you every assurance that they would uphold the alliance.

Omega presented the Alphan government with an ultimatum, a copy of which you have received.

One copy for Beta Head of State.

Beta -- Head of State

While you are the ruler of Beta, you are limited by the constitution; for example, to declare full mobilization of the army requires the approval of the other Ministers. But the Ministers are appointed by you and may be dismissed by you.

Your position is a difficult one. You have had a generally friendly relationship with your fellow ruler of Kappa. Perhaps the present crisis can be overcome by appealing to your past friendship and getting him to intervene with his ally, Omega.

You realize that Beta cannot stand by and let Alpha be crushed. Your country has been the protector of Valsians; and the Alphans, as Valsians, look to your country in their hour of great danger. If Beta were to back down in the face of the ultimatum, your people (who are Valsians) might even revolt. You have had a reputation for weakness that is not good for your position.

But if a war were to develop from the present crisis and spread to the great powers, it could be a catastrophe. Perhaps you can help find a way out?

One copy for Beta Foreign Minister.

Beta -- Foreign Minister

Your influence and power in the government is very strong, and has extended to areas beyond foreign affairs. What develops in the present crisis may very well depend upon what you do.

You have long worked for Beta's goals of protecting Valsian peoples from Omegan aggression, securing control of the straits leading out of the Blue Sea at the first favorable moment (which might be now), and building up the country's strength and prosperity. You have a strong, large ally in Delta, which has a population of 40 million and an army, well-trained and equipped, of over 1 million men. Two of the leading Deltan ministers just left Beta after assuring you of their support in any war in which you are attacked by Omega or Kappa. In the present crisis, the Deltan ambassador said, "Be firm!"

You feel that if Alpha is crushed, Omega will soon control the whole area up to the Blue Sea and threaten your country. Above all, you cannot back down as you did 6 years ago in the face of Omegan and Kappan threats. Your cause is just. Omega has condemned the whole Alphan nation, and is arrogantly acting as both judge and prosecutor. Alpha has pleaded with you for help and must be defended. You have sent a telegram warning Kappa, Omega's powerful ally, that Beta "would not remain uninterested if Omega annexed Alphan territory."

Your other ally, Gamma, is not as dependable as Delta. You feel that if Gamma would only declare her solidarity with Beta and Delta, Omega and Kappa would not dare crush Alpha.

(Beta -- Foreign Minister)

But you see the danger of a great war. There are too many uncertainties. It seems clear that the whole Betan nation will be behind just and forceful action, but there was a serious uprising after Beta's military defeat 10 years ago. The country is much stronger now but still far from the modern, industrialized nations like Kappa. The army is large and the artillery is excellent; but supplies could be exhausted if there were a long war--unlikely, but possible. In 3 years, the army would be at its greatest strength, with a million more men, and the country in a better position for a showdown with Kappa and Omega--if there were a way to wait until then.

One copy for Beta Defense Minister.

Beta -- Defense Minister

Very important decisions will have to be made in the crisis by your government that require information and judgment that only you possess. You know that you can put into the field after mobilization over 114 divisions or about 1½ million men, and, behind these trained troops is an almost inexhaustible supply of manpower. You have for some years been drafting men at 20, giving them 3 (in the case of infantry) or 4 years of active service, then reserve status until age 43. You know something about the capabilities of Omega. Her regular army ready to be mobilized may not exceed a half-million men, and you wonder about the loyalty of many of the Omegan people, more than half of whom are Valsians. That is, Omega is not a truly unified nation of people that can be depended upon to give their full patriotic devotion to a cause of crushing Alphans, who are Valsian people. Intelligence information tells you that the Omegan artillery is excellent.

But if a war were to break out between your country and Omega, and if Kappa were to join, it would be altogether another situation. You are under no illusions about Kappa's might. She could field at the outset an army of about 1½ million of highly trained, well-disciplined, and well-equipped men. She has a long, successful military tradition and the greatest armament industry of any of the countries by far. She has a great many medium and long-range artillery that can be moved rapidly. She has the best communications system, especially railroads, of any country.

(Beta - Defense Minister)

Beta would be no match for the combined might of Kappa and Omega. Accordingly, the full military support of your ally, Delta, is essential and has been promised. She could field over 1½ million men, but she is short of artillery. Delta has only about 300 medium and heavy cannon to Kappa's 3,500. Still, Delta's army and equipment is second only to Kappa's. Of greatest importance is that Kappa would have to fight a two-front war.

You realize that the speed of mobilization is a key factor in victory, should war break out. Your country is vast, with inadequate roads and railroads for rapid mobilization. Two years ago, Beta adopted a plan for preparing for war (without formally calling for mobilization) which includes mobilization of some reserve units, recall of men from leaves, and preparations on the borders to be ready to receive large numbers of troops. These plans you have quietly put into motion.

Kappan military leaders have claimed that for you to mobilize would be the same as a declaration of war. But Kappa knows very well that, for your own defense, you must mobilize in the early stages of a crisis so as not to be at the mercy of Kappa's superior speed of mobilization and movement.

Of great importance is the fact that you could not mobilize just along the Omegan frontier should the civilian leaders decide for such a partial measure. In any event, mobilization is a defensive action, not the beginning of war, although some Kappan leaders might try to persuade the world otherwise. What seems

clear is that if Omega mobilizes against Alpha, the only way to convince her of what she would be up against is to mobilize the Betan army. Partial mobilization would appear as weakness, and verbal warnings and threats would mean little to the Omegan government. She must be made to realize that attacking the small nation of Alpha is an attack upon Beta, supported by Delta.

Gamma, your third ally of any importance, is an unknown factor still. Her small army of perhaps 150,000 men may be of little importance in considering the balance of power, but she has the greatest navy in the world. It may be of highest importance that this naval force be committed to the allied cause if war develops in order to prevent the strong Kappan navy from attacking Deltan ports and, if possible, to prevent Kappa from being supplied by sea. You know that Gamma's people and government are divided on fighting a war at this time. Because of this, it may be of utmost importance that Kappa and Omega appear to be clearly the aggressors.

One copy for Beta Economic Minister.

Beta -- Economic Minister

You are concerned with the economy of Beta and its implications in the present crisis. You are especially concerned with the ability of Beta to fight a war if one should emerge.

You should be well-informed about economic matters in the Background Information. You are aware that Beta has made important progress over the past generation in economic advancement. Production in areas relating to war potential has risen markedly. For example, the production of pig iron and steel has gone up 152 percent in three years! Coal production has risen 150 percent in the same period. But still, production in these areas on a per capita basis is but a fraction of what it is in other countries, especially Kappa.

Moreover, there are very weak areas. For example, in the manufacture of precision instruments, machine tools, and electrical equipment, Beta is backward and has had to rely on imports that would be cut off in a long war. It is significant that about one-half of the imports have been from Kappa. And to pay for such imports and finance the economic development, the government debt has quadrupled in the last 20 years. Fortunately, most of the debt is held by Delta.

Despite the negative side of the economic picture, you realize that Beta cannot ignore the crisis and still remain a great power. Also, Beta's economic position would be threatened in Alpha and the surrounding area if Omega were allowed to get away

(Beta -- Economic Minister)

with her highway robbery. Most important of all, the present crisis might be used to secure control of the Blue Sea outlet, which could serve as a bridgehead for overseas expansion.

One copy for Beta Minister of Interior.

Beta -- Minister of the Interior

Your major concern is with the domestic aspects of the present crisis. You realize that there is bitter feeling among your people at the action of the Omegan government against your people's fellow Valsians of Alpha. A war against Omega would seem to be greeted with widespread enthusiasm. A short, victorious war (which the military assumes) would have the effect of further unifying the vast land.

But if the war were long or unsuccessful, the underlying discontent of a poor peasantry and of urban workers (who have not shared in the economic growth over the past 10 years) might come to the surface. There are radical leaders who might be successful in attempting to stir up the people in the event of a prolonged war. You have fresh in your memory, the uprisings of 10 years ago after military defeats that nearly toppled the government. There have been reforms, but still only a small minority have any role in government. A revolution could happen again--and this time on a larger scale.

Under the constitution you must consent to a mobilization, which must come in advance of a declaration of war. You were appointed by the Head of State to your job and can be fired by him. Your voice does not have great influence in the government.

One copy for Head of State and each Minister of Delta.

DELTA

Background Information:

Delta has had a long and glorious history; in fact, during most of the past several hundred years your country has been the dominant power on the continent. Perhaps even more important than your military and economic strength has been your great cultural influence. The educated classes of many countries (including Beta) speak your language. Your artists and writers have many imitators, but few equals. Students come from all over the world to learn in your schools.

For more than a generation, Kappa has been an increasing threat to a balance of power in the area. Kappa achieved her unity and present boundaries by a war against you in which she occupied your capital and seized two of your richest provinces which she continues to hold. And since that humiliating defeat of your once invincible armies, Kappa has continued to grow and become more threatening. Her population of 67 million is now more than 50 percent greater than yours, and the gap is widening rapidly. She has greatly outstripped you in some vital indicators of power--her steel production is now four times yours, and her coal production about five times yours. Also, her military technology is probably the most advanced in the world. All in all, while Kappa's army seems no match for yours and Beta's in terms of numbers, it is clear that her military power is much greater than mere numbers of men in uniform would indicate.

(Delta)

And Kappa has not been content with a phenomenal growth and the conquest of your lands on the continent. She has also been seeking a great overseas empire which would come largely at the expense of Delta and Gamma. She has been pushing hard into the Central-West area, where both Beta and Gamma have important interests. She has also been attempting to replace Delta and Gamma's position in certain areas of the Great Northern Continent by crude sabre-rattling. Several years ago, a war nearly broke out there in the western edge of the continent as a result of Kappa's aggressive behavior. Only the combined efforts of Delta and Gamma (especially the threat of Gamma's naval power) prevented war.

The problem of Kappa is not only economic and military. Her political system and way of life can be summarized in one word--militarism. Such militarism, backed by an advanced technology and believing in its own superiority and right to take over other "inferior" peoples, is a great danger to the peace of the continent, indeed, of the world. Delta, on the other hand, has become a true democracy while Kappa is ruled by a military caste.

As the Kappan threat has grown, Delta has attempted to forge a strong alliance that would be able to deter aggression. The cornerstone of your alliance system is Beta. Between your two countries is a firm agreement that if Kappa (or Kappa and Omega) attacks one of you, the other will come to that country's aid.

The third part of the alliance system is Gamma. Should you be attacked by Kappa, Gamma's powerful fleet may be of decisive

importance. However, your arrangement with Gamma is more an understanding rather than a hard and fast military agreement; that is, even if Kappa were clearly the aggressor against you, Gamma is not obliged to enter the war on your side. At the present time, there is a serious doubt of Gamma's aid. For one thing, there is a strong pacifistic group in Gamma that would oppose any war on the continent. Also, Gamma has some serious internal difficulties with a major group that wants to break away; indeed, a bloody civil war could break out at any time, especially if Gamma got involved in a war elsewhere.

And yet, you have a secret military agreement with Gamma whereby your fleet will patrol the ocean to the north and Gamma's fleet will patrol the southern waters. This means that if Kappa were to attack your harbors and coastline, you would be defenseless. Even were your own fleet to reach the southern waters, it would probably lose a war at sea.

There is a significant radical group in Delta that does not recognize the threat from Kappa. In the general elections of 3 months ago, they improved their position. If they were able to take over the government, they would try to make some kind of deal with Kappa. They would also try to lessen your defense effort at a time when the danger has never been greater; in fact, those who should know best in the military and diplomatic corps believe that war is only a matter of time.

(Delta)

The Crisis:

The heir to the throne of Omega (Kappa's ally) was assassinated in the Omegan province of Botnia while there to observe army maneuvers. Such a result is hardly surprising since the people of Botnia hate their Omegan oppressors for having annexed them into Omega 6 years ago in violation of international agreements. The people of Botnia are of the same Valsian language group as Alpha and wish to be joined to Alpha to form a larger Valsian state. In view of the situation in Botnia, the heir to the Omegan throne was committing a form of suicide in even going there.

Despite this, the Omegan government, without evidence, has taken the position that the Alphan government and people were behind the assassination and must be punished. What they really fear is that the decrepit Omegan empire, which contains many Valsian groups, will fall apart at the seams unless they show some sign of strength against Alpha, regardless of the justice of their action.

The situation is greatly complicated by the fact that your ally, Beta, is largely made up of Valsian peoples and has been the principal defender of the peoples of the Petty States area and the Alphans. Beta was helpless to prevent the takeover of Botnia 6 years ago. At that time, Delta was unwilling and unable to give full support, and Beta had to back down in the face of threats from Omega and Kappa. Beta cannot possibly back down

again. She cannot allow the destruction of Alpha. If the government dared to appease Omega, no doubt there would be a revolution.

In any event, Delta has assured the Betan government of support. Indeed, the only certain way to discourage the Omegan government from destroying Alpha is to present a strong, united front.

But if a war were to break out, what about Gamma? Could you and Beta win a war without Gamma? Your government has been putting strong pressure on Gamma to uphold the naval agreement and to make it clear to Kappa that in the event of war Gamma would be bound sooner or later to support you. Gamma could not stand idly by and see the balance of power drastically upset by a Kappan victory over you and Beta. This is obvious to you; but is it obvious to Gamma? And, above all, will Gamma make it obvious to Kappa?

The Omegan government has presented Alpha with an ultimatum, of which you have a copy, that no sovereign state could possibly accept; nor could Omega possibly have expected Alpha to accept it. What will you do?

One copy for Delta Head of State.

Delta -- Head of State

You are the elected head of the Deltan government. You were born and brought up in one of the provinces taken by Kappa; thus you have been particularly sensitive to the Kappan menace and have had a major role in building up the defenses of your country. For several years, you have paid close attention to strengthening the alliance with Beta. You have strongly indicated to the Betan government that Delta would not falter in the event of a struggle with Kappa and Omega. You have also recognized Beta's special interests in the Petty States area and her need for supporting Alpha. Having visited Beta several times over the past few years and having just left the country, you realize better than the other Deltan ministers, perhaps, that Beta could not back down in the face of a threat to Alpha; indeed, if she did, there might well be a revolution against the Betan government.

You have watched the growing power and daring of Kappa. You have felt that a war would develop sooner or later given Kappa's aggressiveness and desire to upset the balance of power.

In the present Alphan crisis, you have hoped to have more time to prepare the diplomatic situation, especially to be sure of Gamma's support. It is important that Alpha appear as anxious to settle the crisis by peaceful means. Accordingly, her reply to the outrageous ultimatum from Omega should be moderate, although not sacrificing her honor and independence as a sovereign state.

(Delta -- Head of State)

You also recognize very well the difficult political situation in Delta. There is a strong radical group in the parliament that does not want to fight a war over Beta's interests in Alpha. But this group does not understand that firmness by Beta is the only way to stop Omega.

One copy for Delta Prime Minister.

Delta -- Prime Minister

You have recently been chosen as Prime Minister and represent several of the radical groups who have tended to oppose the strong military preparedness encouraged by the Head of State. But you have just left Beta, where you played a role in helping to strengthen the alliance between Beta and Delta. You and the Head of State have told the Betan government that they could count on Delta to fulfill the terms of the alliance in meeting any threat from Kappa and Omega.

In the present crisis, it seems clear that Alpha must not take a belligerent tone in replying to the Omegan ultimatum, but also she cannot sacrifice her independence. Perhaps Alpha can try to get an extension of the time limit--stall for time. Perhaps the crisis can be submitted to mediation by the great powers. Perhaps the assassination can be submitted to an international investigation. Alpha must be reasonable; but for Beta to show weakness would only encourage the Omegan appetite.

One copy for Delta Foreign Minister.

Delta -- Foreign Minister

You must thoroughly understand the alliance systems in this part of the world. Your alliance with Beta is clear and firm: an attack upon Beta is the same as an attack upon you. Similarly, an attack upon you would be an attack upon Beta. The arrangement with Gamma is more an understanding than a hard-and-fast alliance. If you were attacked by Kappa, Gamma would be morally obligated to come to your aid. But would she do it? Or under what circumstances? If Gamma were to clearly commit herself to support you in the event of an attack by Kappa, might this prevent such an attack?

It is equally important to understand that Kappa and Omega are closely allied. But if Omega attacks Alpha and Beta comes to Alpha's aid, would Kappa be bound to help Omega?

What will you and your government do in the present crisis? Is it to your advantage to localize the conflict between Omega and Alpha? How will you advise Beta and Alpha to act? How should Alpha respond to the ultimatum? How can you stop Omega from crushing Beta? Omega says she seeks no territory from Alpha, but can she be trusted? And even if Omega would take no Alphan land, can Beta stand aside while Alpha is crushed and humiliated?

One copy for Delta Minister of War.

Delta -- Minister of War

Your military forces have grown rapidly over the past few years. If a war were to break out, Kappa would be forced to fight a two-front war against greatly superior numbers. And your defenses along the Kappan border are very strong, virtually impregnable.

And morale is high. Few fear a war, for it would be an opportunity to avenge your defeat by Kappa and a chance to get back the lost provinces. Estimates are that a war would be over in a few weeks. But a quick victory assumes that Kappa does not get the jump on you by an early, rapid mobilization that catches you unaware. At the first sign of mobilization from Kappa, it is essential that you mobilize immediately.

You recognize some weaknesses in your military forces, however. The army lacks some depth in weapons, for example, long-range artillery. There might be a serious problem if Kappa were to try an invasion through Theta, since your fortifications do not extend along the Thetan border. But it is inconceivable that Kappa would risk the danger of violating Theta's neutrality which has been guaranteed by the great powers including Kappa, since it would surely bring Gamma into the war. Indeed, if Gamma does not enter the war on your side--and early--there is a certainty that your coastline would be bombarded with ease by Kappa's powerful navy; your navy is in northern waters, by secret agreement with Gamma, while her navy is supposed to patrol and defend the southern and

western waters including most of your coastline. And even if your navy were stationed in southern waters, it could not win a major battle at sea against Kappa. However, if a land war were over in a matter of weeks, your naval shortcomings would not be crucial.

One copy for Delta Economic Minister.

Delta -- Economic Minister

You should be particularly aware of the economic power of the various countries involved in the alliance system.

You realize better than anyone that Delta has been making impressive economic progress over the past generation. The total wealth of your country, for example, has gone from about 50 billion dollars to about 75 billion in some 25 years. Machines in factories have multiplied 10 times.

Despite such progress, Delta is well behind Kappa and Gamma in economic development. The combined strength of Beta and Delta may be greater than that of Kappa and her ally, Omega. But Beta is still a relatively backward country although your own country has made massive loans for her economic development. The great investment in Beta is still another reason for making sure that your chief ally does not suffer defeat from Kappa and Omega; moreover, if Beta were to lose a war, Delta would be unable to stand alone.

One copy for Head of State and each Minister of Gamma.

GAMMA

Background Information

Gamma has made an extraordinary mark on world history--far beyond what land size and population might suggest. In almost every aspect of human endeavor, your country has excelled. You have a vast overseas empire. You are the financial capital of the world, and the leading trading nation. Yours is the most highly industrialized nation and the wealthiest.

You are justly proud of your achievements that have brought your people the highest standard of living in the world. But perhaps an even greater source of pride has been your success in the art of government. You have created a successful, orderly democratic system. But in one of your provinces, which has a very different historic tradition, you are facing serious problems; indeed, a bloody civil war threatens to break out at any time that might require large military forces. This civil strife has occupied much of your energies and interests; and yet, there are even more threatening clouds looming on the horizon to the west. It is most important that your government understand the international forces that threaten to engulf you.

Over the past generation, there have gradually emerged two groups of hostile nations facing each other. On the one hand is that of Kappa and Omega (with Nu as a very undependable third); and on the other, Beta and Delta. You tied in with the latter

system through some understandings, but not by any formal agreement. Traditionally, you have tried to avoid committing yourself to any country or group, preferring to have freedom to move in any direction to keep your own security through a balance of power and avoid being dragged into wars on the continent in which you might have little real interest.

Looking back over the past several generations, it would be difficult to say that Gamma has had a traditional friend among the nations. Because of your far-flung interests, you have run up against every one of the four major powers in some part of the globe at one time or another. But over the past 15 years or so, Kappa has increasingly loomed as the major threat to a balance of power and your own security. Why is Kappa a possible threat? For one thing, she has grown alarmingly. She was unified and came into existence as a country only about 40 years ago. Her population was smaller than yours then, but now it is 50 percent larger. And the gap in numbers is ever widening as Kappa adds 800,000 to her population every year from a high birth rate. Her economic growth is also very rapid. In about 20 years, she has exceeded and doubled your steel production. Her chemical industry is well ahead of yours. She has become the world center for science and technology. In those areas of production that relate to military power, Kappa's strength is greatly superior to any other nation.

Coupled with this awesome strength is now an aggressive foreign policy. Kappa has been pushing into areas that have been under

your influence such as on the Great Northern Continent. She has been extending her influence into the Central-West area and caused deep concern to both you and Beta. She has been vigorously trying to take more of the world's trade from you--and with considerable success. And most disturbing of all, she has been trying to catch up with your navy by a vast naval building program.

Recently, however, both the Kappan and Gamman governments have been trying to improve relations, and many areas of friction have been eliminated. There are also many personal ties between leading persons in Kappa and Gamma. In fact, if looked at over the past several generations, you have had fewer reasons for conflict with Kappa than with Delta and Beta.

In any event, in the present situation you have an independence to maneuver greater than any other country. You have an understanding and friendship with Delta and Beta, but you do not have any obligation to come to their support automatically. You can keep your freedom to act until it is clear that action is absolutely necessary and in your own best interests. However, you do have a secret agreement with Delta whereby your navy will protect the southern waters around your country and the southern coast of Delta while the northern waters will be protected by the Deltan navy. There are some who feel that this agreement means that you must come to the aid of Delta in the event that she gets into a war with Kappa; but the government generally does not interpret the secret agreement to mean any automatic obligation.

(Gamma)

The Crisis

The heir to the throne of Omega (Kappa's ally) was assassinated in the Omegan province of Botnia while there to observe army maneuvers. Such a result is hardly surprising since the people of Botnia hate their Omegan oppressors for having annexed them into Omega 6 years ago in violation of international agreements. The people of Botnia are of the same Valsian language group as Alpha, and most seem to wish to form a larger Alpha. In view of the situation in Botnia, the heir to the throne of Omega may have been signing his own death warrant in going there.

In any event, the assassination has been the immediate cause of a crisis. Omega seems to wish to settle with Alpha once and for all, for she has taken the position that the Alphan government was behind the plot to kill the heir. What Omega really fears is that the decrepit Omegan state is in danger of falling apart from Valsian discontent unless it makes a big show of strength against Alpha.

Your government has more or less taken the position that the matter is between Alpha and Omega. But to keep the conflict localized might not be possible if Omega attempts to crush Alpha. Omega has said that she seeks no territory, but Beta may not be willing to see Alpha humiliated. Beta has long acted as the protector of the Valsian people of Alpha and in the Petty States area. Six years ago, she was too weak to be able to prevent the takeover of Botnia by Omega; she may now feel that her prestige cannot permit her to back down again. If Beta feels that she

must intervene to protect Alpha, might the alliance systems come into play? That is, would Kappa come to the support of Omega, and Delta to the support of Beta?

Omega has put her grievances and demands into an ultimatum to the Alphan government. The ultimatum, which only recently became known to you, must be answered by Alpha in 24 hours. You have a copy of the ultimatum. What will you do?

One copy for Gamma Head of State.

Gamma -- Head of State

Yours is a delicate and difficult position. Your country has a serious internal problem that could break out any minute in violence. But the crisis over Alpha could become even more serious if the great powers become involved.

Gamma, with the mightiest navy the world has ever known and a first-rate but small army, is the only uncommitted force in this part of the world. It is possible that your agreement with Delta to defend her southern coastline while her fleet guarded the northern ocean could put Gamma in an awkward position. Already Delta has been putting strong pressure on you to commit Gamma fully to opposing Omega and Kappa over Alpha. But to back Beta may be to place Gamma in the dangerous role of encouraging Beta's ambitions in the Petty States-Alpha area. Surely, your most effective means of resolving the present crisis to your advantage is to work through Kappa and get her to put pressure on Omega.

Although much of your country is against any war on the continent and your own ministers are divided, it seems all too likely that if Kappa were to invade Delta you would be drawn in. You could not very well stand by and watch most of the continent with its resources come under the sway of Kappa. But public opinion is slow to change, and it might come too late to affect the outcome. However, if Kappa were to go through Theta (which has been hinted by Kappa), whose neutrality has been guaranteed by international agreement for nearly 100 years, public opinion would probably change overnight.

77/78

One copy for Gamma Foreign Minister.

Gamma -- Foreign Minister

You have played a key role in gradually strengthening Gamma's relationship with Delta and Beta as the power of Kappa increased and threatened to upset any balance of power.

In the present crisis, there is great pressure from Delta and Beta to have you declare that your country would side with them if a war were to develop from the Alphan situation. They feel that Gamma would be able to deter Omega and Kappa from aggression against Alpha and prevent a great war. However, your own government might not stand behind you in taking a firm stand with Delta and Beta. And the legislature is seriously divided, especially because of the threat of civil war in one of your provinces.

Moreover, you have not wanted to encourage Beta, by your early support, in taking an aggressive position in the Petty States-Alpha area. There are great advantages to keeping a free hand in order to be able to encourage Kappa to act as a restraint upon Omega. If you were to take a position strongly against Kappa, you might lose your influence with her government. Gamma is the one uncommitted, independent and free power in the area that can swing its weight in any direction.

You have already suggested to Kappa that she join you in seeking first an extension of the 24-hour time limit to the ultimatum and then immediate direct conversations between Omega and Beta. You have also suggested that the conflict be mediated by the three powers not directly concerned--Kappa, Delta and Gamma. But there has been no reply.

One copy for Gamma Minister of War.

Gamma--Minister of War

Gamma's military position in the world should not be underestimated. The navy is the largest and finest in the world. The army, while not large by continental standards, is highly trained and professional, with the very best and latest of equipment. Everything considered, Gamma's might could tip the balance in any war that might develop among the great powers. Delta knows that, without your support, she and Beta might not defeat the combined forces of Kappa and Omega. Kappa knows that if you are against her, she would run the risk of defeat in a major war.

There has been and will continue to be great pressure for your armed forces to become involved on the continent. How you act in the present Alphan crisis may be the determining factor for war or peace.

One copy for Gamma Economic Minister.

Gamma -- Economic Minister

Gamma is a mighty economic power that has been able to spend very large sums on building up the greatest navy in the world. But, if Gamma were to become involved in a war on the continent over the Alphan situation, the sacrifices that are being made for defense would be nothing as compared with the sacrifices in not only wealth, but human lives.

There have been strong pressures within the legislature for reducing the burden of defense, and, recently, you made promises that the military budget could be lowered. The country, despite its wealth, has many important human needs that are not being met because of the cost of the military. Programs in health, education, and welfare need to be expanded. Labor is disgruntled and would strongly oppose a war on the continent. In fact, the government might very well be voted out if it gets involved in pulling the Deltan and Betan chestnuts out of the fire. You are also facing the danger of violent revolution in one of your provinces that could require troops and a large outlay of money.

Gamma must consult its own interests, and its own interests require maintaining neutrality in the present situation.

One copy for Gamma Minister of the Interior.

Gamma -- Minister of the Interior

The Alphan crisis is fraught with great danger for Gamma, for there are those in the government who wish to tie you to the Betan coattails. It is true that there is an understanding with Delta and Beta, but there is no agreement that obligates Gamma to support Beta (or Delta giving support to Beta) in her ambitions in the Petty States and Alphan area. Gamma has no interest in Alpha and no real interest in the outcome of the Alphan crisis. Even if a war were to develop between Omega and Beta, that should be no concern of the other powers, Kappa and Delta included.

There is a secret naval agreement with Delta. Such secret agreements have no place in a democratic country and should not be binding upon the government of Gamma when the agreement was not publicly discussed and agreed to by the legislature.

Gamma is in a difficult period. The threat of revolution in one part of the country is the most pressing problem. Your country has traditionally avoided any entangling alliances and commitments to other countries. It should be and is free to act as it sees fit in the present situation--that is, for peace!

Given such views, you may have to consider whether the interests of the country would not be best served if you resigned from the government at the moment it begins to get involved in war-like developments on the continent. The Head of State would find such resignations highly embarrassing to his political position and the

(Gamma -- Minister of the Interior)

very threat of resignation would, perhaps, persuade the government to pursue a peaceful course.

One copy for Head of State and each Minister of Kappa.

KAPPA

Background Information:

While your 69 million people make you the second most populous country in the area, few would dispute your claim to being the strongest power. Militarily, you are without equal. While your army is smaller than Beta's in terms of training, equipment, and morale, it is the finest army in the world. You have a long, proud military tradition; in fact, your country was founded a generation ago as a result of great military victories (one of which was against Delta) that made it possible to unify the Kappan peoples under one government.

Since unification, your progress has been remarkable. Your population has grown more rapidly than other countries. Each year thre are 800,000 more Kappans. For example, some 40 years ago there was one Kappan for each Deltan; now there are three Kappans for each two Deltans. Indeed, you now have a problem of space for expansion for your dynamic people, and, because of this, many have emigrated. Economically, you have greatly surpassed every other country including your nearest competitor, Gamma. For example, less than 20 years ago, Gamma and Kappa were about equal in steel production--a good indication of economic power. Today, you produce twice as much steel as Gamma.

Despite your phenomenal growth, you face a troubled future. Delta and Gamma, as elder countries, had virtually divided the world's resources before you were even a country. Through their

colonies, trade monopolies, and dominance at sea, they have denied you dependable access to raw materials and outlets for your manufactured products. They are "satisfied" nations who are unwilling to treat you on a basis of equality even though your numbers and economic needs require it.

Your efforts to find a place in the world have met with opposition, especially from Delta and Gamma. You have been building a navy to protect and expand your interests abroad, provoking both resentment and respect in Gamma who has chosen to further expand her navy. Now Gamma has a navy twice the size of yours, but your army is without parallel--well-trained, well-equipped, well-led, highly-mechanized, and with the will to win.

You have increased your influence in the Central West area; but Beta and Gamma have opposed you. You have tried to keep countries in the Great Northern area from falling under the control of Delta and Gamma; but they have gone ahead regardless of the rights of the peoples there and your own interests. Your efforts to prevent Delta from taking over one country, for example, resulted in an"international" conference where the cards were stacked against you. In fact, there is nothing to be gained from conferences of the great powers unless the present alignments are changed.

Delta, Beta,and Gamma have formed an alliance against you, and they have encircled you on land and sea. At the present time, however, the threat from Beta and Delta is manageable so long as you have Omega as a strong ally and so long as you can keep Gamma out of

any war. You have bent over backwards to cement friendship with Gamma--and with considerable success. Relations between your two countries are better now than they have been for years. Moreover, Gamma has internal difficulties that may require her army to be at home. Most of her people could see no point in fighting over some affair involving a country like Beta. Important members of her government would rather resign than fight a war on the continent. While the alliance is still in effect, Gamma certainly would not join her allies unless they were clearly attacked, and perhaps not even then. But what can you do to make certain that Gamma remains neutral?

It is important to bear in mind that Kappa has a parliamentary system. However, foreign affairs and military matters have been traditionally run by the government--the Head of State and his Ministers. The parliament has several strong parties that, if they got together, could block funds. This would not be likely to happen so long as the government seems to be in the right. There is no doubt that the parliament would support a war against Beta if that country mobilized first, even if joined by Delta. But there could be strong opposition to a war in which Gamma took part against you.

(Kappa)

The Crisis

A month ago the heir to the throne of Omega was assassinated in the Omegan province of Botnia by local revolutionaries stirred up and supported by Alpha. The crime has aroused resentment toward Alpha and sympathy for Omega all over the world.

Omega's very existence as a great power is threatened by the continuance of the agitation from Alpha. Omega is a country attempting the noble experiment of trying to get different kinds of people to live in harmony together for the mutual advantage of all. If the various groups are stirred up by continued subversion from Alpha, Omega will be seriously weakened and will probably disintegrate.

The Omegan government has appealed to you for support in dealing with Alpha. You have given it willingly, knowing that you must help her maintain her strength.

You have taken the position, as has Omega, that the dispute is between Omega and Alpha and not the business of any other power. Gamma has also taken this view of the crisis. The problem is Beta. She has posed as a friend to all the Valsian peoples, who are nothing more than a language group that includes Beta, Alpha, some of the people of Botnia and Omega, and the Petty States area. Beta is really after the straits leading out of the Blue Sea.

But Beta is not ready for a war. Only 10 years ago, she experienced a revolution after being defeated by a small country to the west. She still has serious internal problems. Also, her

army will not be at peak strength for several years. Moreover, she backed down in a crisis 6 years ago when Omega took over Botnia, after having "administered" it for 25 years.

If war were to emerge, it might provide advantages to you in breaking up the encirclement. It might be a way of detaching Gamma and possibly Delta from the alliance. However, if a war is to come (which might be better now rather than when Beta is fully ready), you must keep several things in mind. Beta must not be allowed to mobilize fully her vast manpower resources. Mobilization would take Beta a long time, for the country is large and the railroad system inefficient. You have made it clear to Beta that if she declares mobilization, it is equivalent to a declaration of war. In self-defense, you would have to attack first. You must also make sure that Gamma remains neutral and, if possible, that Delta is kept out of the conflict. But even if Delta joined her ally, Beta, the outcome would be a Kappan victory by all military calculations.

One copy for Kappa Head of State.

Kappa -- Head of State

You are the hereditary head of the Kappan state. The ministers are appointed by you and may be dismissed by you.

In the crisis, you have felt it essential to give full support to your one strong ally, Omega. She must put an end to Alphan intrigues--and forcefully--if she is to remain a strong power.

In the past, you have been accused of indecision and weakness. There has even been talk that you should step down. You feel that you must not falter in the present situation.

You have viewed the encirclement of Kappa with great alarm. A struggle with Beta has seemed more and more inevitable as she arms to the teeth and stirs up Valsian peoples against Kappans.

Beta is not yet prepared for war, and will undoubtedly back down against the determined action of Kappa and Omega. If Beta were to begin to mobilize, it would be essential to act quickly to prevent her superior manpower from being put into position.

If war should come, it might be better now than later when the odds will be against you. At present Beta is not ready, and Gamma will not fight.

One copy for Kappa Prime Minister.

Kappa -- Prime Minister

You are the leading minister, and responsible for defending the government's policies before the parliament. But you were appointed by the Head of State and could be dismissed by him. While the constitution allows the government almost total independence in matters of foreign policy and the military, nevertheless you cannot totally ignore the parliament. It seems that a clear majority will go along with supporting Omega fully in the present crisis, even if it should lead to war with Beta--providing that Beta is clearly the aggressor by, for example, mobilizing first.

There is the possibility that Delta would join Beta if the crisis drags on, but Kappa and Omega together could make short work of them. However, your country would be in great danger, you have felt, if Gamma were to enter with her superior sea power. You have worked hard to establish good relations with Gamma, and, on the whole, you have been successful. In fact, relations have been much better over the past few years than they were before, so there is little to be feared from Gamma so long as you leave the initiative to Beta.

But if Beta forces a war, this will mean, according to military planning and absolute necessity, an attack upon Delta through Theta. It is true that Theta has been guaranteed her neutrality by agreement of the great powers nearly 100 years ago; but Kappa's ability to survive the combined strength of Delta and

(Kappa -- Prime Minister)

Beta on two fronts means that Delta must be knocked out quickly, which requires going through Theta to avoid the strong fortifications and mountains along the Kappan-Deltan frontier. What would be Gamma's reaction to your action? Would it make any difference if Gamma were to join Delta? In a 6-week's war, wouldn't Gamma enter too late to change the course of events?

You have been concerned with the sharp terms of the ultimatum; however, how Omega wishes to deal with Alpha is her business. Since Omega has made it clear that she aims at no conquest of Alphan territory, there is no reason for Beta to become involved.

You have pressed Omega to act quickly if Alpha does not accept the ultimatum. That is the best way to prevent outside intervention. If Omega drags her feet, Beta may be able to get together with Delta and Gamma to press for an international conference in which Omega and Kappa would be outvoted and humiliated as in the past.

One copy for Kappa Foreign Minister.

Kappa -- Foreign Minister

You have the major responsibility for relations with foreign countries in furthering your country's goals in the present crisis.

You have thought that Omega's terms in the ultimatum are perhaps too sharp, but she is your country's only strong ally and must be supported in this period when her very existence is threatened. You and your government have taken the position that the dispute is between Omega and Alpha. And since Omega has made it clear that she will take no Alphan territory, there is no reason for intervention by Beta or any other power.

To keep the conflict localized, you and other Kappan ministers have urged Omega to act quickly. Already there are efforts to submit the Alphan problem to outsiders. You have received a telegram from the Gamman Foreign Minister proposing mediation by the four powers not directly involved -- Gamma, Delta, Kappa and Nu. This is a very shrewd move by Gamma, for it would no doubt mean that you would be outvoted as you were before. Will you press Omega and Alpha to accept such mediation?

Gamma has also informed you that she would not interfere in Alpha-Omega conflict; but if Beta were to become involved, it would be a different matter. However, it seems clear that the Gamman government would face great opposition in the country if it were to support Beta's aggressions over an affair between Omega and Alpha. The main thing is that Gamma is with you in keeping the Alphan crisis localized.

(Kappa -- Foreign Minister)

Gamma has also urged your government to join her in seeking an extension of the 24-hour time limit to the ultimatum and to press Omega for immediate direct conversations between Omega and Beta. She has also urged you to agree to mediation of the conflict by the three powers not directly concerned -- Kappa, Delta and Gamma -- and to put pressure on Omega to accept this proposal. How will you respond?

You have also received a telegram that Beta "would not remain uninterested if Omega annexed Alphan territory." This is reassuring news since Omega has no designs on Alphan lands.

You have watched the growing encirclement of Kappa by a ring of steel. You have felt that sooner or later a war was inevitable if the international situation is not changed. Perhaps the present crisis offers an opportunity to split the powers ranged against you. Might you be able to split Beta from Delta and Gamma? If Beta showed her aggressiveness by mobilizing against Omega, might you convince Delta and Gamma that their interests do not lie in following Beta into a world war?

One copy for Kappa Minister of War.

Kappa -- Minister of War

You have watched the war preparations against you with great alarm. Beta has enlarged her army steadily, and it will reach 2 million men in 3 years. It is still an inefficient, badly trained and equipped army that is no match for yours; but it is improving. Although the military forces of Beta are built on a weak industrial base that could not sustain a modern war, this is changing to your disadvantage, too. Delta introduced 3 years of compulsory military training for all young men. The Deltan army increased by 160,000 men last year alone, while your army increased only by 72,000. Beta and Delta are in the process of reorganizing their armed forces so that, when completed, the balance may tip against you.

Gamma has a small army, but the mightiest naval forces in the world. In a long war, her navy might be capable of blockading your outlets to the sea and gradually starving Kappa of supplies, including food that you must import. However, it is unlikely that Gamma would enter a war on any side. Moreover, even if she did, the 6 weeks calculated to defeat Delta would make her intervention ineffective.

In short, at present time, there is no doubt you, with Omega, could win, should it develop, but you have reached maximum armed strength and the enemy has not. In a few years, your edge could be erased.

It is essential that you and the other ministers understand certain top-secret military plans. First, your military strategy

calls for a lightning attack to the east against Delta first while Omega and some of your forces hold against Beta. The spearhead of the attack will be through Theta. In no more than 6 weeks, Delta will be knocked out; then you turn your full power against Beta. Because of your careful planning, a high degree of mechanization, and the best transportation system in the world, the fighting would be over before Gamma could count even if she entered the war, which is unlikely. Your plans do not permit a war against only Beta or Delta. These plans could not be changed except after many months, perhaps even years.

Speed is the key to success. Beta must not be given time to mobilize her vast forces. As a matter of self-defense, Kappa must attack at the very beginning of Betan mobilization. Mobilization means war, as Beta well knows.

Because of the need for rapid action, it is vital that Omega mobilize at the earliest possible moment if the Alphans do not agree to the ultimatum. This is especially important because of certain inefficiencies in the Omegan military that make rapid mobilization impossible.

One copy for Kappa Economic Minister.

Kappa -- Economic Minister

No nation in the area has shown such vigorous growth as Kappa. Your population has increased rapidly; in fact, your birth rate has been so high that about one-third of the people are under 15 years of age. Adequate living space is now a problem. Other countries have outlets for their surplus population overseas, but you have been denied livable lands elsewhere by Gamma and Delta. There has been serious thinking in the country that a war is the only way to acquire additional lands, either to the west on the continent or overseas.

Your economic growth has been even more rapid than the population. In about 25 years, trade has increased 215 percent. The economic growth of Gamma, your nearest competitor, has gone up only 113 percent but, because of her head start, still leads. Other statistics are even more impressive, especially since they are related to military power. Coal production has gone up 800 percent, Gamma's 35 percent. Steel production has gone from .9 million tons to 13.6 million, and is now double Gamma's.

However, Kappa is a country that cannot supply all its own needs from within its borders. Imports are vital. If a war were to develop that would last a long time, and if Gamma were to enter against you, and if she were able to control the water routes, important shortages would develop. But none of these "if's" seem at all likely.

One copy for Head of State and each Minister of Omega.

OMEGA

Background Information:

Omega has a long and proud history of political and cultural leadership on the continent. More than once, you have saved the advanced civilization in this part of the world from barbarian conquerors.

In the course of your history, you have absorbed many peoples and helped them advance toward economic and social well-being. This civilizing mission has also brought great problems. Your country is unique among the major powers in having a great variety of peoples who have become increasingly aware of their individual identities. You have gone to great lengths to devise a system that gives the important groups a measure of local control and also a share in the central government, but many people are still dissatisfied.

Your dominant ruling group speak a Kappan language, but there are at least a dozen other important language groups. Most of your 50 million people, in fact, speak Valsian languages, as do most of the people of Beta and Alpha.

In a real sense, Omega is a noble experiment in the modern world of trying to get different kinds of people to live together in harmony with mutual advantages for all. The advantages are clear. Together, the peoples of Omega are strong, can afford a large army, and can act as a great power. Were Omega to break up, it would mean the creation of weak mini-states who would be at the

mercy of the larger powers and unable to support themselves economically. Unified, the industrialized eastern half of Omega and the argricultural western part are trading and developing in a large tariff-free area.

Besides, how could Omega break up into small states without great violence? Peoples are mixed together in many areas. For example, one cannot separate one block or section of a town from another. It seems obvious that dismemberment of Omega is impossible and would mean the end of a glorious civilization.

The Crisis

The heir to your throne was assassinated in Botnia a month ago by Botnian fanatics who were stirred up and supported by Alpha. While your investigation of the crime has not revealed that the Alphan government actually participated, you have no doubt that it did. This crime has caused a feeling of outrage not only in Omega, but in the whole world.

It is important to understand the Botnian situation. Botnia, with its nearly 2 million inhabitants, was administered over a period of some 25 years by agreement with the international community. Six years ago, Omega incorporated Botnia as a province. This legal formality was bitterly resented by Alpha since she had designs on Botnia, believing the people there wanted to be under Alphan rule. The Alphans were supported by their "brother" Betans, even though Beta had secretly made a deal with you that Botnia could be annexed if Omega would agree to Beta's taking over control of

the straits leading out of the Blue Sea. But after Beta found no other support among the great powers, she and Alpha (who did not know about the deal) threatened war over the annexation. Your close ally, Kappa, came to your aid, and Beta and Alpha, feeling they were too weak, backed down.

Since that time, Alpha has increasingly intrigued in Botnia, even though she had agreed after the last crisis "to live on good neighborly terms" with you. She has conducted propaganda openly and allowed fanatical revolutionary societies bent upon your destruction to operate in Alpha and across the border in Botnia. Of course, Alpha denies this.

Two years ago, there was a war in the Petty States area out of which Alpha emerged with increased territory and prestige. You stood aside, although in the settlement following the war, you were able to prevent Alpha from getting access to the sea through another state that did not want to grant it. There is no doubt that you lost considerable prestige in the Petty States area, which has traditionally been your "sphere of influence," and also among the great powers. Some people, including some inside Omega, are talking about you as the "sick man" of the continent.

In the present crisis, the continuation of your noble experiment and your very existence as a nation are at stake. You know that if you do not deal with Alpha and put an end to her subversion, it is only a matter of time before Omega disintegrates.

With all this in mind, you have presented Alpha with an ultimatum, a copy of which you have. You do not expect Alpha to accept it; but if she does, it will mean a great diplomatic victory as well as providing the means to stop the agitation. If she does not accept the ultimatum entirely, you have decided to force her to cooperate.

There has been disagreement in your government as to whether you should take any territory from Alpha. It was decided not to add any Valsian troublemakers to Omega by adding land. You have notified the other countries that you have no territorial designs on Alpha; you only seek justice. (You do realize, however, that after a successful war the situation could change.)

You wish a localized war. The issue is between you and Alpha and does not concern the other powers. Beta would be the most likely to intervene and attempt to bring in her allies, Delta and Gamma. But Beta backed down in the crisis 6 years ago and may be expected to do so again. She has too many internal problems to risk a major war. Only 10 years ago, she was defeated by a small power on her western frontier that resulted in a revolution.

Delta's leaders have just left the capital of Beta. You held off presenting the ultimatum until they were gone. It will be some time before they get back to Delta; and, if you act quickly, Delta will be presented with a situation already accomplished.

You have appealed to Kappa for support, and she has offered it, including military support. She is fully behind you, and realizes that you cannot show weakness now. One of the leading

members of Kappa's government told you, "If Omega is not going to abdicate forever as a great power, she has no choice but to enforce acceptance by the Alphan government of her demands by strong pressure and, if necessary, by resort to military measures."

Now is the time to save your country from the Alphan subversion. But you must avoid Betan intervention by diplomacy and swift action.

One copy for Omega Head of State.

Omega -- Head of State

You have been the ruler of Omega for many years, as have your ancestors before you. At the present time, Omega is a constitutional state with a parliament. However, the disputes among the various national groups have often brought the parliament to a standstill, and you and your ministers have had to govern without its approval. But in foreign policy and in running the army, you have had a fairly free hand. In the present crisis, the parliament is not even in session; thus it is up to the government to deal with the situation as it sees fit.

You have supported the view that Alphan intrigues must be stopped if the country is not to disintegrate, and the shooting of the heir to your throne provides the opportunity. Kappa has given you its unconditional backing and encouraged prompt, strong action as the way to deal with Alpha without bringing intervention by other powers.

One copy for Omega Foreign Minister.

Omega -- Foreign Minister

You have a key role in the present crisis. It is your responsibility to make sure of the diplomatic situation in carrying out your country's goals.

The shooting of the heir to the throne has convinced you that Omega cannot put off any longer in dealing with Alpha. It is a matter of survival. The ultimatum to Alpha was largely your work; you see that it will provide the means, one way or another, to stop Alphan subversion and increase Omega's sagging prestige.

You must look carefully at the other countries' plans. Kappa has given her full support, even if it comes to war with Beta; indeed, the Kappan government has informed you that it expects you to act against Alpha and would not understand if the present opportunity were allowed to go by. You realize that Kappa has her own interest in mind in giving you strong encouragement. She needs Omega as a strong ally; dealing forcefully with the threat from Alpha will increase Omega's strength.

The issue is between Omega and Alpha. Since you have made it clear that Omega has no territorial ambitions against Alpha, there should be no reason for the intervention of other countries.

It is probable that Beta would not take an aggressive position unless she is encouraged by Delta and Gamma. Is there some way that you can make sure that Beta is not given such support?

In any event, should the conflict expand, there is not much doubt that Kappa's army, with yours, is so superior to Beta's and

(Omega -- Foreign Minister)

Delta's that a war would be victorious and short. Still, war is full of uncertainty, and it might be desirable to limit the conflict if at all possible.

One copy for Omega Minister of War.

Omega -- Minister of War

You have watched very carefully the military situation, not only in Omega, but in the other countries as well. You have especially been alarmed at the growing strength of Beta, who, in 3 years, will have reached a standing army of 2,200,000 men, not counting reserves. You have also watched your own country stand idly by while Alpha has stirred up the Botnians. It seems obvious that a showdown with Alpha, and perhaps Beta, is going to have to come sooner or later--and better now before the other side is fully prepared and can take the initiative.

The assassination of the heir provides an opportunity for settling accounts while other countries are sympathetic. Quick action will surely result in a localized war. Mobilization should not wait until the diplomatic situation has had time to develop and opinion turns against you. Surely the great powers, with all their internal problems, are not going to risk a major war over a small country of assassins in which they have no real interest.

But even if Beta should be so foolish as to intervene, she would be no match for the might of Kappa with the finest army in the world backed by the most advanced industrial plant on the continent. Delta could support her ally Beta, but you know that the Kappan plans call for knocking Delta out in 6 weeks at the most and then turning full strength against Beta. And Gamma has no stomach for war. Even if she joined her allies, she could not get her armies to the continent in time to affect the outcome.

(Omega -- Minister of War)

However, it is not likely that Beta will risk war. Her army is large, but badly trained and equipped. What's more, the country is backward and always threatened with an internal upheaval like she had 10 years ago after losing a war to a small, upstart country. Beta will probably bluster and threaten but back down as she has before.

The Foreign Minister seems to share your views, but you are concerned about the other members of your government. They might lose their nerve if the going gets rough.

One copy for Omega Economic Minister.

Omega -- Economic Minister

You are the member of the Omegan government most concerned with the economic situation in the country and its relationship to the crisis.

Omega has been making progress over the past century in industrialization, communications, and other matters that are involved in whether a country is powerful. You have one of the best armament production plants in the world. You have a good railroad system.

But Omega lags far behind all the other major powers in having a broad, sound industrial base, with the possible exception of Beta. There is a serious question as to whether Omega could fight a long, full-scale war without serious shortages of material for the army and goods for civilians.

And there is an intangible that must be weighed. Omega has a reputation for inefficiency and slackness, and it is on the whole deserved. Also, too many Omegans do not like to exert themselves or to submit to discipline. Finally, Omega is really two separate parts--a predominantly industrialized eastern one and a predominantly agricultural western one. Especially in the western half, there is a low standard of living and education. What is more important, in the western half, most of the people are Valsians who do not really share in the government, and might not be willing to make the necessary sacrifices that a major war would require.

(Omega -- Economic Minister)

All of these factors might be considered as Omega embarks upon policies than mean war or peace.

One copy for Omega Minister of Interior.

Omega -- Minister of Interior

Your role in the Omegan government involves paying close attention to the internal situation in the country and to how that might relate to decisions made by the ministers.

Since the assassination of the heir to the throne, the country seems united in its opposition to Alpha. There seems little doubt that most people would support harsh dealing with the Alphan menace.

However, if a larger war were to develop that would be long and costly, the morale in the country--and in the army--might decline badly. You realize better than anyone that Omega is a mosaic of different national groups. None seem very satisfied except the dominant group in the eastern half of the country who speak Kappan. There is a growing bitterness among the Valsian majority in the western part who have little say in the government and are treated as second-class citizens.

You had opposed the ultimatum in the beginning because it might lead to unforeseen, disastrous consequences. But you were gradually won over when the other ministers agreed to take no territory from Alpha, and by the strong support from Kappa that seems to assure a short, victorious war even if Beta should enter. Still, there are uncertainties, and it seems very important to try to localize the war, keeping it between Omega and Alpha.